

Market Analysis and Comparison of KCAC to Model Jurisdictions

Introduction

Motion 12521 requests that King County Animal Care and Control evaluate San Francisco, California; Washoe County, Nevada; Tomkins County, New York; Philadelphia, Pennsylvania; Richmond, Virginia; and Charlottesville, Virginia who have adopted “no-kill” policies and/or programs. The study of these jurisdictions is intended to advise the agency on programs that would save all *healthy and treatable cats and dogs and euthanize only those cats and dogs with severe health problems that preclude a reasonable quality of life or temperament problems that pose a threat to public safety*. Further, the motion states that a “no-kill” program could expect to realize euthanasia rates as low as 10% or 15%. In Motion 12600, the council further instructed the agency to study local model jurisdictions including Seattle and the Humane Society of Seattle King County.

Jurisdictional analysis – model “no-kill” shelters

San Francisco, California

The below information is compiled based on a review of San Francisco’s SPCA and San Francisco’s Department of Animal Care and Control (SFACC) Web sites, materials provided by the jurisdiction and interviews with SFACC Deputy Director, Kathleen Brown.

SFACC is considered one of the model municipal animal shelters in the nation. They have earned their reputation through cooperative efforts with other local agencies who work with them daily to reduce the number of animals euthanized. SFACC established, in the mid 90’s, the current policy enacted by the King County Council. At the time, SFACC entered into an agreement with San Francisco’s Society for the Prevention of Cruelty to Animals (SF/SPCA) to reduce the number of animals euthanized. Ms. Brown stated that this partnership and agreement have been critical elements for achieving their current euthanasia rates and therefore, the resources and data of the SF/SPCA are included for comparison purposes.

San Francisco has a service area of 47 square miles (KC – 2,200 square miles), service population of 750,000 (KC – 1.2 million). The two agencies jointly handle approximately 8,000 animals annually (KC – 11,259 in 2006).

The combined shelter’s current infrastructure includes a budget of \$16.2 million, 190 paid staff, approximately 1,000 shelter volunteers, and combined shelter facilities of approximately 42,000 square feet. Additionally, San Francisco has a network of foster care providers and donation monies to support programs necessary to achieve their mission.

Appendix G
King County Animal Care and Control
2008 Operations Plan

Through the agreement between SF/SPCA and SFACC, SF/SPCA takes SFACC's overflow of healthy adoptable animals (2,000 – 2,500 annually) and animals needing medical treatment beyond the resource capabilities of the municipal shelter. Additionally, the majority of feral (wild) cats are referred to the SF/SPCA, as well (approximately 1,400 handled in 2004-2005). In 1994, the euthanasia rate for the combined facilities was 36% (KC – 60%). A combined 20% euthanasia rate (KCACC – 44%) was first achieved 10 years later during the 2004-2005 reporting period.

As a result of the SPCA's partnership with San Francisco Animal Care and Control, the entire community achieved a save rate of 14% in 2006, the equivalent of 1.9 deaths per 1000 population served (KC jurisdiction – 4.2), well below the national average of 12.5 deaths per 1000 population based on analysis by *Animal People*, a prominent national journal on animal issues. (Note: *Animal People* reports San Francisco's kill rate slightly higher at 2.2 per 1000 population, most likely due to three year averaging of data trends.)

Key programs and positions (as indicated by agency in ACCCAC survey):

- Development director
- Volunteer coordinator
- Veterinary department
- Animal care adoption services

Services/programs to support program objectives include:

- Volunteer program for the shelter
- Foster program for animals in need of longer term medical and behavioral rehabilitation
- ACC trap-neuter-release referral programs with the local SPCA
- Adoption outreach programs including off-site adoptions, adoptions at events and promotional campaigns
- Public awareness campaigns
- Robust Web site
- Grooming and behavioral services
- Extended public service hours
- A state of the art facility that is welcoming to customers and provides adequate space for animal sheltering, and medical and enrichment programs

Tompkins County, New York

The below information is compiled based on a review of Tompkins County Web site, ACCCAC jurisdictional survey, materials provided by jurisdiction and interviews with Abigail Smith, Executive Director, Tompkins County SPCA.

Appendix G
King County Animal Care and Control
2008 Operations Plan

The Tompkins County SPCA is located in Ithaca, New York. Tompkins County SPCA maintains an animal control contract with the city of Ithaca as well as all ten townships in the county, the local health department and the county for stray dog and cat patrol, cruelty enforcement and regulatory functions. It is an open shelter that takes animals by appointment.

The semi rural/urban county has a service area of 476 square miles and approximately 100,000 people. Tompkins County SPCA has a full-time staff of 33, an annual budget of \$1,062,000 and takes in approximately 3,000 animals per year.

In 1999, the SPCA Board of Directors resolved to become a "no kill" shelter while maintaining its animal control contracts with local municipalities. After reducing the death rate over 50% in a single year, the SPCA finished 2001 saving 100% of healthy dogs and cats. In 2002, the SPCA further saved 100% of healthy and treatable dogs and cats. In 2006, the agency achieved a euthanasia rate of 6% (KC jurisdiction – 30%; KCCAC – 38%), the equivalent of 1.46 deaths (KC jurisdiction – 4.2) per 1000 population served, well below the national average of 12.5 deaths.

Key programs and positions (as indicated by agency in ACCCAC survey):

- Development director
- Volunteer coordinator
- Veterinarian/medical staff
- Behavior specialist

Services/programs to support program objectives include:

- Volunteer program for the shelter care, fundraising, adoption follow-up calls and off-site adoptions
- Foster program for animals in need of longer term medical and behavioral rehabilitation
- Off-site adoptions
- Public access hours noon to 5:00 p.m. three days per week, and extended hours until 7:00 p.m. two days per week; pre-release sterilization
- Low cost spay/neuter services
- AC and animal cruelty investigations
- Lost pet program
- On-line pet shop
- Dog obedience training
- Partnership with local veterinarians
- Communication efforts
- ACC trap-neuter-release referral programs and
- State of the art facility that is welcoming to customers and provides adequate space for animal sheltering, medical and enrichment programs

Philadelphia, Pennsylvania

The below information is compiled based on a review of Philadelphia County Web sites, PACCA Web sites, ACCCAC jurisdictional survey, and materials provided by jurisdictions.

Philadelphia Animal Care and Control Association (PACCA) is the City of Philadelphia's contracted animal control shelter. PAWS is a private, donor-funded division of PACCA, which was established specifically to help Philadelphia become a No Kill city.

Philadelphia has a service area of 135 square miles, service population of 1.5 million, and handles approximately 30,000 animals annually. PACCA sees the greatest number of homeless, abandoned and orphaned animals.

The combined shelter's current infrastructure includes a budget of \$3.6 million, 64 paid staff, approximately 350 shelter volunteers, and 300 foster care providers. PACCA and PAWS has a network of foster care providers and donation monies to support programs necessary to achieve their mission. 90% of PACCA's funding comes from the City of Philadelphia through its contract for animal care services.

In 2006, the agencies achieved a euthanasia rate of 53% (KC jurisdiction – 30%; KCACC – 38%), the equivalent of 8.46 (KC jurisdiction – 4.2) deaths per 1000 population served, below the national average of 12.5. (Note Animal People analysis is that 19.9 animals per 1000 are euthanized, most likely due to three year averaging of data trends.).

Key programs and positions (as indicated by agency in ACCCAC survey):

- Field officers
- Dispatchers
- Development director
- Community program coordinator who organizes foster programs and off-site events
- Chief operation officer
- Clinic service manager
- Clinic service coordinator
- Administrative officer

Services/programs to support program objectives include:

- Volunteer program for the shelter care to assist with cleaning, socializing , driving animals to events and mobile adoption sites
- Foster care for fundraising, adoption follow-up calls and off-site adoptions
- Foster program for litters of kittens who are too young to be adopted, nursing mothers and kittens and cats who are recovering from Upper Respiratory Infections as well as temporarily housing for adult dogs (these dogs are

Appendix G
King County Animal Care and Control
2008 Operations Plan

- usually medium to larger sized, not small) who have been at the shelter for a long period of time or who are recovering from Kennel Cough or injury
- Pre-release sterilization of animals in most cases (no exception for cats)
 - Feral spay/neuter clinics
 - No/low cost spay/neuter for public and low-cost vaccination clinics
 - Public access hours: Monday – Friday 11:00 a.m. to 5:00 p.m.; Saturday and Sunday 8:00 a.m. to 4:30 p.m.
 - TNR – N/A – Agency required by ordinance to trap cats if requested and rent traps to citizens. Contact feral group if received ear tipped cats.

Reno/Washoe County, Nevada

The below information is compiled based on a review of Washoe County Regional Animal Services and Nevada Humane Society (NHS) ACCCAC jurisdictional survey, materials provided by jurisdictions, and interviews with Cindy Sabatoni, Manager, Washoe County Regional Services and Bonnie Brown, Executive Director, NHS.

Washoe County Regional Animal Services (WCRAS) partners with the Nevada Humane Society (NHS) to provide animal control and care services.

WCRAS and NHS have a service area of 6,342 square miles, service population of 396,428, and handle approximately 24,000 animals annually.

WCRAS provides animal control field services and sheltering, has a unionized staff of 37, handles field pick-ups, and strays that are held for 5 days. After 5 days, NHS has first “right of refusal” to take animals and make them available for adoption. Animals not adopted either go to rescue or are euthanized. Animals held longer than 14 days by WCRAS are euthanized. The combined shelters’ current infrastructure includes a budget of \$5,564,493, 91 paid staff, approximately 360 shelter volunteers, and an unknown number of foster care providers.

In 2006, the jurisdiction achieved a euthanasia rate of 32% (KC jurisdictions – 30%; KCACC – 38%), the equivalent of 19.98 (KC – 4.2) deaths per 1000 population served, above the national average of 12.5.

Key positions (as indicated by agency in ACCCAC survey):

- Operations Director
- Adoption Manager
- Community Programs Director
- Volunteer Coordinator (unpaid)

Services/programs to support program objectives include:

- Rescue groups that manage foster program

Appendix G
King County Animal Care and Control
2008 Operations Plan

- Limited feral cat program (Community Cats) - 2 to 3 days a week citizens can bring in feral cats and the volunteer veterinarian spays or neuters them for a barn cat program. If Community Cat program has no room for feral cat in their program it is euthanized
- Volunteer program for all functions except animal control, providing medication or medical care
- Adoption program
- Regional animal shelter (60,000 square feet) on 5.5 acres of land

Richmond, Virginia

The below information is compiled based on a review of Richmond SPCA and Richmond ACC Web sites, ACCCAC jurisdictional survey, materials provided by jurisdictions, and interviews with Robin Star, Executive Director, Richmond SPCA and Jody Jones, Program Manager, Richmond Animal Care and Control.

Richmond SPCA (private, limited admission) and Richmond Animal Care and Control (open admission) partner to provide services to Richmond, Virginia. Richmond ACC accepts stray. Neither the city nor SPCA accepts feral cats; they are referred to third party TNR program. In 2006, the agencies report that no healthy animals died in Richmond anywhere.

Richmond, Virginia RACC has a service area of 60 square miles, service population of approximately 196,000, and handled 4,238 animals in 2006. The RHS (SPCA) reported a service population of 300,000 and handled 3,426 animals.

The combined shelter's current infrastructure includes a budget of \$5.1 million, 85 paid staff, and approximately 400 shelter volunteers.

In 2006, the combined jurisdiction achieved a euthanasia rate of 21% (KC jurisdiction – 30%; KCACC – 38%), the equivalent of 5.38 (KC– 4.21;) deaths per 1000 population served, below the national average of 12.5.

The Richmond municipal shelter (RACC) achieved a euthanasia rate of 37% (KCACC – 38%) in 2006, the equivalent of 8.15 (KC – 4.2) deaths per 1000 population. The overall success of the jurisdiction was due in part to a successful partnership between the local humane society (limited admission shelter) who acts as the adoption center for the local animal care and control program (open admission shelter). The euthanasia rate for the SPCA was less than 1% in 2006. As a result of the SPCA's partnership with Richmond Animal Care and Control, the entire community achieved a save rate of 79% in 2006. No healthy animal died in the city of Richmond last year, and a number of the treatable animals were also saved. In 2007, the goal is to increase the number of treatable animals saved at RACC.

Key positions (as indicated by agency in ACCCAC survey):

- Development director
- Volunteer coordinator
- Adoption center director

Services/programs to support program objectives include:

- Pet-retention (Project Safety Net which provides resources such as behavioral assistance in the form of telephone and Web-based help lines, “manners” classes, foster care, re-homing services, in-shelter consultations, and a pet-friendly housing guide)
- Free and low cost spay/neuter services for anyone on public assistance, full time college students, owners of pit bulls, and feral cats trapped by feral cat caretakers
- Humane education programs including (for children) summer camp, birthday parties, inbound tours, outbound visits, junior volunteer activities and (for adults) training classes and seminars on pet learning and responsible pet ownership
- Foster program
- Volunteer program
- Adoption promotions

Charlottesville, Virginia

The below information is compiled based on a review of Charlottesville Albemarle SPCA and Charlottesville ACC Web sites, ACCCAC jurisdictional survey, materials provided by jurisdictions.

Currently, the city and county both provide animal control services which reports to their respective police departments. Both city and county animal control departments bring all of their animals to the Charlottesville Albemarle SPCA, which is a nonprofit animal welfare, open admission organization that provides a safe environment for the lost, abandoned, and homeless animals of Charlottesville and Albemarle County, and places them in good homes.

CASPCA has a service area of 722 square miles (Albemarle County), service population of approximately 92,000, and handles approximately 4,639 animals annually.

CASPCA adopted a no-kill philosophy in 2005, and as a result saved approximately 87% of the dog population and 67% of the cat population, representing a substantial reduction in euthanasia rates from the year before (dog euthanasia rate declined by 25%: dogs from 17% in 2004 to 13% in 2005. Cat euthanasia rate declined by 40%: from 53% in 2004 to 33% in 2005).

Appendix G
King County Animal Care and Control
2008 Operations Plan

In 2006, the jurisdiction achieved a euthanasia rate of 8% (KC jurisdictions – 30%); the equivalent of 4.7 deaths (KC – 4.2) per 1000 population served, slightly below the national average of 12.5. Average stay for animals in the shelter is 30 days for cats and 21 days for dogs and over 1,500 animals are currently in foster care per the ACCCAC jurisdictional survey.

The agency indicates that a number of key positions were necessary including:

- Development director
- Volunteer coordinator
- Director of operations
- Clinic manager
- Part-time obedience trainer

Services/programs to support program objectives include:

- Adoption programs seven days per week, adopt-a-thons, events, off-site adoptions
- Volunteers to socialize, groom and care for shelter pets, as well as assist with organizing adoption and fundraising events
- Foster care program aimed at saving those animals that depend on additional care for their survival and eventual adoption: orphaned kittens and puppies, nursing mothers, animals recovering from surgery or those that simply need training or socializing
- Spay/Neuter Programs including pre-adoption spay/neuters and low cost spay/neuter clinic; rescue program
- Local vets provide free health exams, low-cost spay/neutering and other medical services
- Limited dog obedience training
- Weekly television, radio and newspaper spots promoted SPCA programs, available animals and events
- Humane education programs to students
- Feral cat program limited to barn cats
- In 2005, built a new, friendly, home-like center for pets large enough to host events designed to reduce stress on the animals. The shelter contains separate intake and isolation areas, designated air flow units, heated kennel floors and a sound system to play comforting music. The facility includes a modern surgical suite with separate prep, surgery, and recovery rooms designed to assure quality medical care.

See Table 1 below for a summary chart of model jurisdictions.

Appendix G
King County Animal Care and Control
2008 Operations Plan

Jurisdictional analysis recap

TABLE 1: Summary Market Comparison of KCACC to Model Jurisdictions called for in Motion 12521

	King County	Seattle	Bellevue	Redmond	Everett	Bothell	Maple Valley	Issaquah	North Bend	Westport	Black Diamond	Bellevue	Maple Valley	Issaquah	North Bend	Westport	Black Diamond
Population Served	96,501	92,035	193,777	300,000	396,428	Same as WCRAS	750,000	Same as SFACC	1.5 mil	1,160,823							
Service Area (sq miles)	476	722	60	Unknown	6,342	Same as WCRAS	47	Same as SFACC	135	2,200							
Budget (in millions)	1.06	2.2	1.022	4.1	5.56	3.5	3.2	13	3.6	4.5							
Facility (square feet)	28,000	N/A	N/A	64,000	28,000	40,000	15,000	27,000	Unk	10,000							
Paid Staff	22	44	19	85	36	55	38 – 40	150	64	33							
Volunteer Staff	200	18,000 hours	150	250	10	350	100 – 200	850	350	100							
Foster Care Provider	40	N/A	N/A	N/A	N/A	300	N/A	N/A	300	200							
In foster care/ pending adoptions		1500	N/A	N/A	0	900			900								
Animals Handled	2,353	5,166	4,238	3,426	15,913	8,145	6,702	3,360	23,903	11,259							
Animals Euthanized	145	432	1,581	33	5,042	2,666	1,357	71	12,689	4,331							
Animals Adopted	1,364	3,394		3,293	0	6,263	0	3,162	Unk	4,525							
Average days in shelter	34 days	Cats=30 Dogs=21	Unk	Unk	Unk	Unk	Unk	Unk	Unk	Unk							